

## SECTION III: NON-DEFENSE SITES

### III.0 Background

Based on direction from the Secretary of Energy, the Office of Worker and Community Transition reviews and evaluates work force restructuring plans from all contractor-managed sites throughout the Department of Energy complex. While most of the non-defense sites are smaller than defense nuclear sites, they are also undergoing restructuring because of budget adjustments, changing missions, and business procedures. There are 14 non-defense sites included in this report. Site-specific exhibits are included at the end of this section.

	SITE: NON-DEFENSE SITES	FY 1998				
		Workers	Enhanced Costs	Program Costs	Total Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	202	\$0	\$3,876,164	\$3,876,164	\$19,189
1.1	Early Retirement	34	\$0	\$1,899,480	\$1,899,480	\$55,867
1.2	Non-Retirement Voluntary Separations (Severance Only)	103	\$0	\$1,976,684	\$1,976,684	\$19,191
1.3	Net Positions Reduced Through Attrition	65	\$0	\$0	\$0	\$0
2.0	Involuntary Separations (Severance Only)	685	\$0	\$10,436,831	\$10,436,831	\$15,236
2.1	With Benefits	521	\$0	\$10,436,831	\$10,436,831	\$20,032
2.1.1	Non-construction workers	521	\$0	\$10,436,831	\$10,436,831	\$20,032
2.1.2	Construction workers					
2.2	Without Benefits	164	\$0	\$0	\$0	\$0
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	887	\$0	\$14,312,995	\$14,312,995	\$16,136
3.0	Remaining Affected Workers		\$0	\$0	\$0	
3.1	Workers Placed without Retraining	43	\$0	\$0	\$0	\$0
3.2	Workers Internally Placed through Retraining					
3.3	Transfers to Other Sites	2	\$0	\$0	\$0	\$0
4.0	Other Benefits Provided		\$120,890	\$609,710	\$730,600	
4.1	Displaced Worker Medical Benefits	237	\$0	\$533,689	\$533,689	\$2,252
4.2	Relocation Assistance					
4.3	Separating or Separated Workers Using Outplacement	247	\$120,890	\$4,500	\$125,390	\$508
4.4	Education Assistance for Separated Workers	25	\$0	\$71,521	\$71,521	\$2,861
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$120,890	\$14,922,705	\$15,043,595	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	887	n/a	n/a	n/a	\$18,584
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	103	n/a	n/a	n/a	\$22,670
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	521	n/a	n/a	n/a	\$23,511
9.0	Other Separations (2)	0	\$0	\$0	\$0	\$0
9.1	Voluntarily Separated					
9.2	Involuntarily Separated					

FOR ALL SITES

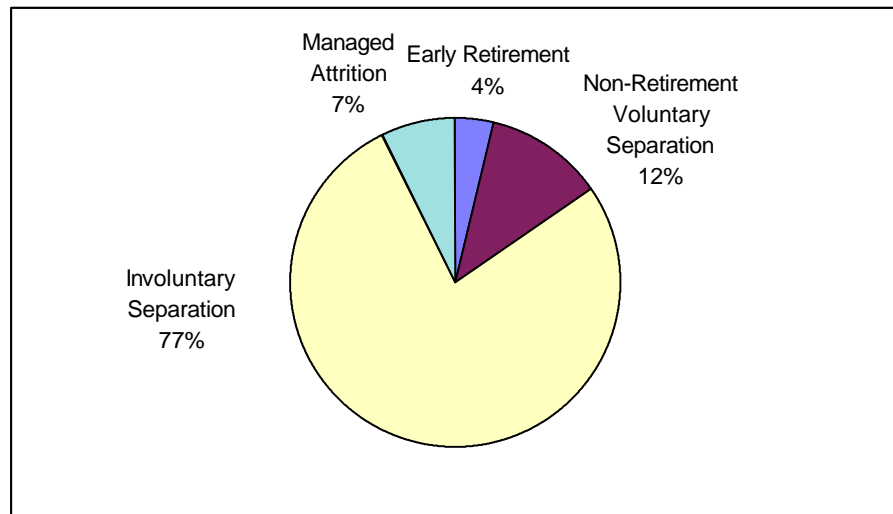
Note 1. See Historical Average Costs of Other Benefits for explanation of costs per recipients.

Note 2. Based on best available information; may be underreported due to variations in tracking subcontractor employment at different sites.

#### Exhibit III.1 Non-Defense Sites Work Force Restructuring Summary

### III.1 Separations

The non-defense sites included in this report separated 887 prime-contractor workers during FY 1998 (Exhibit III.1 on the previous page). Voluntary separations accounted for 202 separations, with the remaining 685 separations being involuntary. Of the voluntary separations, 65 positions were reduced through attrition, 103 were non-retirement voluntary separations, and 34 were early retirements (Exhibit III.2).



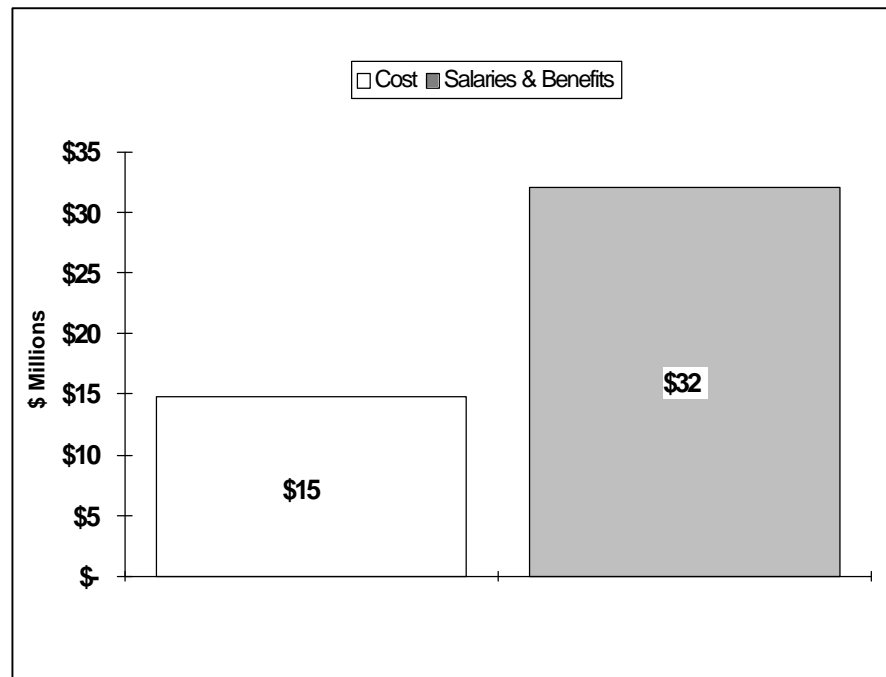
**Exhibit III.2 Non-Defense Separations for FY 1998**

### III.2 Cost Savings and Separation Costs

**Cost Savings.** The cost savings associated with the 887 non-defense site employees separated in FY 1998 is \$32 million<sup>1</sup>, versus a one-time cost of \$15 million (Exhibit III.3).

<sup>1</sup>

Total annual employee compensation averaged \$71,360 for salary and benefits, adjusted for inflation, based on data compiled by the Department's Office of Procurement Assistance. Assuming separations occurred on average midyear, cost savings are calculated based on one-half the annual compensation cost.



**Exhibit III.3 Cost and Savings for FY 1998 Non-Defense Site Reductions in Employment**

**Separation Costs.** Total cost of work force restructuring at non-defense sites in FY 1998 was \$15 million, with an estimated fully-burdened cost per separation of \$18,600. The average cost per early retirement was \$55,900. The estimated incentive cost per recipient for non-retirement voluntary separations was \$19,100, with a fully-burdened cost of \$22,700 with benefits. Severance cost per recipient for involuntary separations was \$20,400, with a fully-burdened cost of \$23,500 with benefits.

### III.3 Mitigating Restructuring Impacts

**Placement.** In FY 1998, 43 employees were placed in new positions at their sites without retraining. There were no costs incurred for internal placement.

**Medical Benefits.** In FY 1998, 237 employees received extended medical benefits for a total cost of \$533,700, for an average cost of \$2,300 per worker. Recipients may have been separated in prior years.

**Relocation.** No relocation costs were incurred in FY 1998.

***Outplacement.*** In FY 1998, 247 separating employees received outplacement assistance with a total cost of \$125,00, for an average of \$500 per employee. Recipients may have been separated in prior years.

***Educational Assistance.*** In FY 1998, 25 employees received educational assistance. Total costs were \$71,500, with an average cost of about \$2,900 each. Recipients may have been separated in prior years.

### **III.4 Site Summaries**

The number of separations at the non-defense sites ranged from four to 464 workers. Individual site summaries for non-defense sites reporting work force restructuring in FY 1998 are included with each summary.

### III.4.1 Ames Laboratory

Ames Laboratory separated four workers in FY 1998 at no cost to the Department (Exhibit III.4). There were three positions reduced through attrition and one involuntary separation. In addition to the separations, one individual was internally transferred without retraining.

	SITE: Ames Laboratory	FY 1998				
		Workers	Enhanced Costs	Program Costs	Total Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	3	\$0	\$0	\$0	\$0
1.1	Early Retirement					
1.2	Non-Retirement Voluntary Separations (Severance Only)					
1.3	Net Positions Reduced Through Attrition	3			\$0	\$0
2.0	Involuntary Separations (Severance Only)	1	\$0	\$0	\$0	\$0
2.1	With Benefits	1	\$0	\$0	\$0	\$0
2.1.1	Non-construction workers	1			\$0	\$0
2.1.2	Construction workers					
2.2	Without Benefits					
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	4	\$0	\$0	\$0	\$0
3.0	Remaining Affected Workers		\$0	\$0	\$0	\$0
3.1	Workers Placed without Retraining	1			\$0	\$0
3.2	Workers Internally Placed through Retraining					
3.3	Transfers to Other Sites					
4.0	Other Benefits Provided		\$0	\$0	\$0	
4.1	Displaced Worker Medical Benefits					
4.2	Relocation Assistance					
4.3	Separating or Separated Workers Using Outplacement					
4.4	Education Assistance for Separated Workers					
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$0	\$0	\$0	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	4	n/a	n/a	n/a	\$0
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a	\$0
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	1	n/a	n/a	n/a	\$0
9.0	Other Separations	0	\$0	\$0	\$0	\$0
9.1	Voluntarily Separated					
9.2	Involuntarily Separated					

**Exhibit III.4 Ames Laboratory Work Force Restructuring Summary**

### III.4.2 Argonne National Laboratory

In FY 1997, Argonne National Laboratory was reclassified from a defense nuclear site to a non-defense site. The Department determined that the Laboratory did not meet the definition of a defense nuclear facility under the Atomic Energy Act and that the work force changes that have occurred at the site were not related to a comprehensive change in mission resulting from the end of the Cold War. Argonne separated 103 employees in FY 1998: 38 non-retirement voluntary separations and 65 involuntary (Exhibit III.5). The average severance cost of the voluntary separations was \$24,300 per separations and \$12,600 for involuntary separations. In addition to the separations, there were three employees internally placed without retraining. Thirty-three individuals received outplacement assistance at an average cost of \$80 per individual. The total work force restructuring costs incurred in FY 1998, including other benefits, was \$1.7 million with an estimated fully-burdened cost per separation of \$20,400.

SITE: Argonne National Laboratory		FY 1998				
		Workers	Enhanced Costs	Program Costs	Total Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	38	\$0	\$921,715	\$921,715	\$24,256
1.1	Early Retirement					
1.2	Non-Retirement Voluntary Separations (Severance Only)	38		\$921,715	\$921,715	\$24,256
1.3	Net Positions Reduced Through Attrition					
2.0	Involuntary Separations (Severance Only)	65	\$0	\$819,629	\$819,629	\$12,610
2.1	With Benefits	65	\$0	\$819,629	\$819,629	\$12,610
2.1.1	Non-construction workers	65		\$819,629	\$819,629	\$12,610
2.1.2	Construction workers					
2.2	Without Benefits					
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	103	\$0	\$1,741,344	\$1,741,344	\$16,906
3.0	Remaining Affected Workers		\$0	\$0	\$0	
3.1	Workers Placed without Retraining	3			\$0	\$0
3.2	Workers Internally Placed through Retraining					
3.3	Transfers to Other Sites					
4.0	Other Benefits Provided		\$0	\$2,637	\$2,637	
4.1	Displaced Worker Medical Benefits	33		\$2,637	\$2,637	\$80
4.2	Relocation Assistance					
4.3	Separating or Separated Workers Using Outplacement					
4.4	Education Assistance for Separated Workers					
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$0	\$1,743,981	\$1,743,981	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	103	n/a	n/a	n/a	\$20,385
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	38	n/a	n/a	n/a	\$27,735
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	65	n/a	n/a	n/a	\$16,089
9.0	Other Separations	0	\$0	\$0	\$0	\$0
9.1	Voluntarily Separated					
9.2	Involuntarily Separated					

**Exhibit III.5 Argonne National Laboratory Work Force Restructuring Summary**

### III.4.3 Bettis Atomic Power Laboratory

There were 24 net positions reduced through attrition at Bettis Atomic Power Laboratory in FY 1998 at no cost to the Department (Exhibit III.6). There were no other separations. Total separation costs for FY 1998 were \$3,100. Two previously separated workers received education assistance at an average cost of 41,600 per recipient.

	SITE: Bettis Atomic Power Laboratory	FY 1998				
		Workers	Enhanced Costs	Program Costs	Total Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	24	\$0	\$0	\$0	\$0
1.1	Early Retirement					
1.2	Non-Retirement Voluntary Separations (Severance Only)					
1.3	Net Positions Reduced Through Attrition	24			\$0	\$0
2.0	Involuntary Separations (Severance Only)	0	\$0	\$0	\$0	\$0
2.1	With Benefits					
2.1.1	Non-construction workers					
2.1.2	Construction workers					
2.2	Without Benefits					
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	24	\$0	\$0	\$0	\$0
3.0	Remaining Affected Workers		\$0	\$0	\$0	
3.1	Workers Placed without Retraining					
3.2	Workers Internally Placed through Retraining					
3.3	Transfers to Other Sites					
4.0	Other Benefits Provided		\$0	\$3,140	\$3,140	
4.1	Displaced Worker Medical Benefits					
4.2	Relocation Assistance					
4.3	Separating or Separated Workers Using Outplacement					
4.4	Education Assistance for Separated Workers	2		\$3,140	\$3,140	\$1,570
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$0	\$3,140	\$3,140	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	24	n/a	n/a	n/a	\$0
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a	\$0
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a	\$0
9.0	Other Separations	0	\$0	\$0	\$0	\$0
9.1	Voluntarily Separated					
9.2	Involuntarily Separated					

**Exhibit III.6 Bettis Atomic Power Laboratory Work Force Restructuring Summary**

#### **III.4.4 Brookhaven National Laboratory**

In FY 1997, Brookhaven National Laboratory was reclassified from a defense nuclear site to a non-defense site. The Department determined that the Laboratory did not meet the definition of a defense nuclear facility under the Atomic Energy Act and that the work force changes that have occurred at the site were not related to a comprehensive change in mission resulting from the end of the Cold War. Brookhaven separated a total of 52 employees in FY 1998 (Exhibit III.7 on the following page). Of the total separations, there were 45 voluntary separations, including 28 early retirements and 17 non-retirement voluntary separations. There were also seven involuntary separations. The average severance cost of the early retirements was \$46,200, the average cost of the non-retirement separations was \$20,500, and the average cost of the involuntary separations was \$29,800. In addition to the separations, there were two employees internally placed without retraining. Seventy-three individuals received displaced worker medical benefits at an average cost of \$3,950 per person. The total work force restructuring costs incurred in FY 1998, including other benefits, was \$2.1 million with an estimated fully-burdened cost per separation of \$37,200.

Brookhaven also experienced a contractor changeover during FY 1998. Effective March 1, 1998, a new contractor team was brought on to manage the site. The Secretary of Energy made a commitment to the existing work force that no separations would occur as a result of the contract changeover, and further, that there would be no changes to the current benefits and compensation programs. All separations that occurred at the site during FY 1998 were the result of budget or other operational concerns; no employees lost their jobs as a consequence of the new contract.



**Office of Worker and Community Transition**

SITE: Brookhaven National Laboratory		FY 1998			
		Workers	Enhanced Costs	Program Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	45	\$0	\$1,643,378	\$1,643,378
1.1	Early Retirement	28		\$1,294,480	\$1,294,480
1.2	Non-Retirement Voluntary Separations (Severance Only)	17		\$348,898	\$348,898
1.3	Net Positions Reduced Through Attrition				
2.0	Involuntary Separations (Severance Only)	7	\$0	\$208,459	\$208,459
2.1	With Benefits	7	\$0	\$208,459	\$208,459
2.1.1	Non-construction workers	7		\$208,459	\$208,459
2.1.2	Construction workers				
2.2	Without Benefits				
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	52	\$0	\$1,851,837	\$1,851,837
3.0	Remaining Affected Workers		\$0	\$0	\$0
3.1	Workers Placed without Retraining	2			\$0
3.2	Workers Internally Placed through Retraining				
3.3	Transfers to Other Sites				
4.0	Other Benefits Provided		\$0	\$288,300	\$288,300
4.1	Displaced Worker Medical Benefits	73		\$288,300	\$288,300
4.2	Relocation Assistance				
4.3	Separating or Separated Workers Using Outplacement				
4.4	Education Assistance for Separated Workers				
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$0	\$2,140,137	\$2,140,137
6.0	NET POSITIONS REDUCED (Average Costs)	52	n/a	n/a	n/a
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	17	n/a	n/a	n/a
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	7	n/a	n/a	n/a
9.0	Other Separations	0	\$0	\$0	\$0
9.1	Voluntarily Separated				
9.2	Involuntarily Separated				

**Exhibit III.7 Brookhaven National Laboratory Work Force Restructuring Summary**

### III.4.5 Federal Energy Technology Center

The Federal Energy Technology Center separated 42 workers in FY 1998 (Exhibit III.8). There were 26 involuntary separations and 16 net positions reduced through attrition. The total work force restructuring cost for FY 1998 was \$28,000. The average fully-burdened cost per involuntary separation was \$4,500.

SITE: Federal Energy Technology Center (Morgantown/Pittsburgh)		FY 1998			
		Workers	Enhanced Costs	Program Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	16	\$0	\$0	\$0
1.1	Early Retirement				
1.2	Non-Retirement Voluntary Separations (Severance Only)				
1.3	Net Positions Reduced Through Attrition	16			\$0
2.0	Involuntary Separations (Severance Only)	26	\$0	\$23,951	\$23,951
2.1	With Benefits	23	\$0	\$23,951	\$23,951
2.1.1	Non-construction workers	23		\$23,951	\$23,951
2.1.2	Construction workers				
2.2	Without Benefits	3			\$0
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	42	\$0	\$23,951	\$23,951
3.0	Remaining Affected Workers		\$0	\$0	\$0
3.1	Workers Placed without Retraining	34			\$0
3.2	Workers Internally Placed through Retraining				
3.3	Transfers to Other Sites	2			\$0
4.0	Other Benefits Provided		\$4,116	\$0	\$4,116
4.1	Displaced Worker Medical Benefits				
4.2	Relocation Assistance				
4.3	Separating or Separated Workers Using Outplacement	12	\$4,116		\$4,116
4.4	Education Assistance for Separated Workers				
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$4,116	\$23,951	\$28,067
6.0	NET POSITIONS REDUCED (Average Costs)	42	n/a	n/a	n/a
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	23	n/a	n/a	n/a
9.0	Other Separations	0	\$0	\$0	\$0
9.1	Voluntarily Separated				
9.2	Involuntarily Separated				

**Exhibit III.8 Federal Energy Technology Center Work Force Restructuring Summary**

### III.4.6 Fermi Laboratory

Fermi Laboratory separated five workers in FY 1998 (Exhibit III.9). All separations were involuntary at an average cost of \$20,400. One individual used outplacement services at an average cost of \$4,500. The total work force restructuring costs incurred in FY 1998 were \$106,400, with an estimated fully-burdened cost of \$23,900 per separation.

	SITE: Fermi Laboratory	FY 1998				
		Workers	Enhanced Costs	Program Costs	Total Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	0	\$0	\$0	\$0	\$0
1.1	Early Retirement					
1.2	Non-Retirement Voluntary Separations (Severance Only)					
1.3	Net Positions Reduced Through Attrition					
2.0	Involuntary Separations (Severance Only)	5	\$0	\$101,853	\$101,853	\$20,371
2.1	With Benefits	5	\$0	\$101,853	\$101,853	\$20,371
2.1.1	Non-construction workers	5		\$101,853	\$101,853	\$20,371
2.1.2	Construction workers					
2.2	Without Benefits					
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	5	\$0	\$101,853	\$101,853	\$20,371
3.0	Remaining Affected Workers		\$0	\$0	\$0	
3.1	Workers Placed without Retraining					
3.2	Workers Internally Placed through Retraining					
3.3	Transfers to Other Sites					
4.0	Other Benefits Provided		\$0	\$4,500	\$4,500	
4.1	Displaced Worker Medical Benefits					
4.2	Relocation Assistance					
4.3	Separating or Separated Workers Using Outplacement	1		\$4,500	\$4,500	\$4,500
4.4	Education Assistance for Separated Workers					
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$0	\$106,353	\$106,353	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	5	n/a	n/a	n/a	\$23,850
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a	\$0
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	5	n/a	n/a	n/a	\$23,850
9.0	Other Separations	0	\$0	\$0	\$0	\$0
9.1	Voluntarily Separated					
9.2	Involuntarily Separated					

**Exhibit III.9 Fermi Laboratory Work Force Restructuring Summary**

### III.4.7 Knolls Atomic Power Laboratory

There were four separations at the Knolls Atomic Power Laboratory in FY 1998 (Exhibit (III.10)). All separations were non-retirement voluntary separations at an average severance cost of \$26,000 per separation. There were 15 individuals who received displaced worker medical benefits at an average cost of \$350 per person and ten individuals who received education assistance at an average cost of \$2,100 per person. The total work force restructuring costs incurred in FY 1998 were \$130,000, with an estimated fully-burdened cost of \$29,450 per separation.

	SITE: Knolls Atomic Power Laboratory	FY 1998				
		Workers	Enhanced Costs	Program Costs	Total Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	4	\$0	\$103,882	\$103,882	\$25,971
1.1	Early Retirement					
1.2	Non-Retirement Voluntary Separations (Severance Only)	4		\$103,882	\$103,882	\$25,971
1.3	Net Positions Reduced Through Attrition					
2.0	Involuntary Separations (Severance Only)	0	\$0	\$0	\$0	#DIV/0!
2.1	With Benefits					
2.1.1	Non-construction workers					
2.1.2	Construction workers					
2.2	Without Benefits					
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	4	\$0	\$103,882	\$103,882	\$25,971
3.0	Remaining Affected Workers		\$0	\$0	\$0	
3.1	Workers Placed without Retraining					
3.2	Workers Internally Placed through Retraining					
3.3	Transfers to Other Sites					
4.0	Other Benefits Provided		\$0	\$26,102	\$26,102	
4.1	Displaced Worker Medical Benefits	15		\$5,290	\$5,290	\$353
4.2	Relocation Assistance					
4.3	Separating or Separated Workers Using Outplacement					
4.4	Education Assistance for Separated Workers	10		\$20,812	\$20,812	\$2,081
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$0	\$129,984	\$129,984	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	4	n/a	n/a	n/a	\$29,450
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	4	n/a	n/a	n/a	\$29,450
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a	\$0
9.0	Other Separations	0	\$0	\$0	\$0	\$0
9.1	Voluntarily Separated					
9.2	Involuntarily Separated					

**Exhibit III.10 Knolls Atomic Power Laboratory/Schenectady Naval Reactors  
Work Force Restructuring Summary**

### III.4.8 Lawrence Berkeley National Laboratory

There were 45 involuntary separations at the Lawrence Berkeley National Laboratory in FY 1998, nine with benefits and 36 without benefits (Exhibit III.11). There were no other positions reduced in FY 1998. The total work force restructuring costs incurred in FY 1998 were \$138,000, with an estimated fully-burdened cost of \$4,000 per separation.

	SITE: Lawrence Berkeley National Laboratory	FY 1998				
		Workers	Enhanced Costs	Program Costs	Total Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	0	\$0	\$0	\$0	#DIV/0!
1.1	Early Retirement					
1.2	Non-Retirement Voluntary Separations (Severance Only)					
1.3	Net Positions Reduced Through Attrition					
2.0	Involuntary Separations (Severance Only)	45	\$0	\$137,838	\$137,838	\$3,063
2.1	With Benefits	9	\$0	\$137,838	\$137,838	\$15,315
2.1.1	Non-construction workers	9	\$0	\$137,838	\$137,838	\$15,315
2.1.2	Construction workers					
2.2	Without Benefits	36	\$0	\$0	\$0	\$0
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	45	\$0	\$137,838	\$137,838	\$3,063
3.0	Remaining Affected Workers		\$0	\$0	\$0	
3.1	Workers Placed without Retraining					
3.2	Workers Internally Placed through Retraining					
3.3	Transfers to Other Sites					
4.0	Other Benefits Provided		\$0	\$0	\$0	
4.1	Displaced Worker Medical Benefits					
4.2	Relocation Assistance					
4.3	Separating or Separated Workers Using Outplacement					
4.4	Education Assistance for Separated Workers					
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$0	\$137,838	\$137,838	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	45	n/a	n/a	n/a	\$3,759
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a	\$0
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	9	n/a	n/a	n/a	\$18,794
9.0	Other Separations	0	\$0	\$0	\$0	\$0
9.1	Voluntarily Separated					
9.2	Involuntarily Separated					

**Exhibit III.11 Lawrence Berkeley National Laboratory Work Force Restructuring Summary**

### III.4.9 National Institute for Petroleum and Energy Research

The National Institute for Petroleum and Energy Research separated 28 workers in FY 1998 (Exhibit III.12). There were 17 involuntary separations and 11 positions reduced through net attrition. The total work force restructuring cost for FY 1998 was \$227,100. The average fully burdened cost per involuntary separation was \$16,200.

	SITE: National Institute for Petroleum and Energy Research	FY 1998				
		Workers	Enhanced Costs	Program Costs	Total Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	11	\$0	\$0	\$0	\$0
1.1	Early Retirement					
1.2	Non-Retirement Voluntary Separations (Severance Only)					
1.3	Net Positions Reduced Through Attrition	11			\$0	\$0
2.0	Involuntary Separations (Severance Only)	17	\$0	\$216,850	\$216,850	\$12,756
2.1	With Benefits	17	\$0	\$216,850	\$216,850	\$12,756
2.1.1	Non-construction workers	17		\$216,850	\$216,850	\$12,756
2.1.2	Construction workers					
2.2	Without Benefits					
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	28	\$0	\$216,850	\$216,850	\$7,745
3.0	Remaining Affected Workers		\$0	\$0	\$0	
3.1	Workers Placed without Retraining					
3.2	Workers Internally Placed through Retraining					
3.3	Transfers to Other Sites					
4.0	Other Benefits Provided		\$774	\$9,463	\$10,237	
4.1	Displaced Worker Medical Benefits	9		\$9,463	\$9,463	\$1,051
4.2	Relocation Assistance					
4.3	Separating or Separated Workers Using Outplacement	2	\$774		\$774	\$387
4.4	Education Assistance for Separated Workers					
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$774	\$226,313	\$227,087	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	28	n/a	n/a	n/a	\$9,857
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a	\$0
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	17	n/a	n/a	n/a	\$16,235
9.0	Other Separations	0	\$0	\$0	\$0	\$0
9.1	Voluntarily Separated					
9.2	Involuntarily Separated					

**Exhibit III.12 National Institute for Petroleum and Energy Research  
Work Force Restructuring Summary**

### III.4.10 National Renewable Energy Laboratory

There were no separations at the National Renewable Energy Laboratory in FY 1998. Work force restructuring costs of \$72,300 were incurred for the other benefits provided to workers separated in prior years (Exhibit III.13). Twenty-one previously separated workers received extended medical benefits at an average cost of \$1,200 per recipient. Outplacement services were used by 13 workers at an average cost of \$3,700 per worker.

	SITE: National Renewable Energy Laboratory	FY 1998				
		Workers	Enhanced Costs	Program Costs	Total Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	0	\$0	\$0	\$0	\$0
1.1	Early Retirement					
1.2	Non-Retirement Voluntary Separations (Severance Only)					
1.3	Net Positions Reduced Through Attrition					
2.0	Involuntary Separations (Severance Only)	0	\$0	\$0	\$0	\$0
2.1	With Benefits					
2.1.1	Non-construction workers					
2.1.2	Construction workers					
2.2	Without Benefits					
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	0	\$0	\$0	\$0	\$0
3.0	Remaining Affected Workers		\$0	\$0	\$0	
3.1	Workers Placed without Retraining					
3.2	Workers Internally Placed through Retraining					
3.3	Transfers to Other Sites					
4.0	Other Benefits Provided		\$0	\$72,265	\$72,265	
4.1	Displaced Worker Medical Benefits	21		\$24,696	\$24,696	\$1,176
4.2	Relocation Assistance					
4.3	Separating or Separated Workers Using Outplacement					
4.4	Education Assistance for Separated Workers	13		\$47,569	\$47,569	\$3,659
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$0	\$72,265	\$72,265	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	0	n/a	n/a	n/a	\$0
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a	\$0
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a	\$0
9.0	Other Separations	0	\$0	\$0	\$0	\$0
9.1	Voluntarily Separated					
9.2	Involuntarily Separated					

### Exhibit III.13 National Renewable Energy Laboratory Work Force Restructuring Summary

### III.4.11 Naval Petroleum Reserve

The Naval Petroleum Reserve was privatized in FY 1998. A total of 464 workers were involuntarily separated in FY 1998; 342 with benefits and 122 without benefits (Exhibit III.14). The total work force restructuring costs incurred for FY 1998 was \$9 million, with an estimated fully-burdened cost per separation of \$21,800. The average severance cost for involuntary separations was \$26,100.

To reduce the impacts of privatization, the Department worked with the existing contractor firm and the new owner of the site to facilitate, as appropriate, the transition of site employees to employment with the new owner. The Department arranged for many of the existing employees to submit resumes to the privatizing firm; as a result, up to 87 employees were offered jobs with the new firm. Outplacement services were used by 232 workers at an average cost of \$500 per worker.

SITE: Naval Petroleum Reserve - Elk Hills		FY 1998				
		Workers	Enhanced Costs	Program Costs	Total Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	0	\$0	\$0	\$0	#DIV/0!
1.1	Early Retirement					
1.2	Non-Retirement Voluntary Separations (Severance Only)					
1.3	Net Positions Reduced Through Attrition					
2.0	Involuntary Separations (Severance Only)	464	\$0	\$8,928,251	\$8,928,251	\$19,242
2.1	With Benefits	342	\$0	\$8,928,251	\$8,928,251	\$26,106
2.1.1	Non-construction workers	342		\$8,928,251	\$8,928,251	\$26,106
2.1.2	Construction workers					
2.2	Without Benefits	122			\$0	\$0
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	464	\$0	\$8,928,251	\$8,928,251	\$19,242
3.0	Remaining Affected Workers		\$0	\$0	\$0	
3.1	Workers Placed without Retraining					
3.2	Workers Internally Placed through Retraining					
3.3	Transfers to Other Sites					
4.0	Other Benefits Provided		\$116,000	\$0	\$116,000	
4.1	Displaced Worker Medical Benefits					
4.2	Relocation Assistance					
4.3	Separating or Separated Workers Using Outplacement	232	\$116,000		\$116,000	\$500
4.4	Education Assistance for Separated Workers					
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$116,000	\$8,928,251	\$9,044,251	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	464	n/a	n/a	n/a	\$21,806
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a	\$0
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	342	n/a	n/a	n/a	\$29,585
9.0	Other Separations	0	\$0	\$0	\$0	\$0
9.1	Voluntarily Separated					
9.2	Involuntarily Separated					

### Exhibit III.14 Naval Petroleum Reserve - Elk Hills Work Force Restructuring Summary

### III.4.12 Princeton Plasma Physics Laboratory



Princeton Plasma Physics Laboratory separated six workers in FY 1998 through early retirement at an average cost of \$101,000 per separation (Exhibit III.15). There were no other separations. Total work force restructuring costs incurred in FY 1998 were \$605,000.

### Exhibit III.15 Princeton Plasma Physics Laboratory Work Force Restructuring Summary

	SITE: Princeton Plasma Physics Laboratory	FY 1998				
		Workers	Enhanced Costs	Program Costs	Total Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	6	\$0	\$605,000	\$605,000	\$100,833
1.1	Early Retirement	6		\$605,000	\$605,000	\$100,833
1.2	Non-Retirement Voluntary Separations (Severance Only)					
1.3	Net Positions Reduced Through Attrition					
2.0	Involuntary Separations (Severance Only)	0	\$0	\$0	\$0	\$0
2.1	With Benefits					
2.1.1	Non-construction workers					
2.1.2	Construction workers					
2.2	Without Benefits					
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	6	\$0	\$605,000	\$605,000	\$100,833
3.0	Remaining Affected Workers		\$0	\$0	\$0	
3.1	Workers Placed without Retraining					
3.2	Workers Internally Placed through Retraining					
3.3	Transfers to Other Sites					
4.0	Other Benefits Provided		\$0	\$0	\$0	
4.1	Displaced Worker Medical Benefits					
4.2	Relocation Assistance					
4.3	Separating or Separated Workers Using Outplacement					
4.4	Education Assistance for Separated Workers					
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$0	\$605,000	\$605,000	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	6	n/a	n/a	n/a	\$100,833
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a	\$0
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	n/a	\$0
9.0	Other Separations	0	\$0	\$0	\$0	\$0
9.1	Voluntarily Separated					
9.2	Involuntarily Separated					

**III.4.13 Stanford Linear Accelerator Center**

Stanford Linear Accelerator Center separated a total of 70 workers: 15 voluntary and 55 involuntary (Exhibit (III.16). All separation costs were paid by the contractor. No separation costs were incurred by the Department in FY 1998.

	SITE: Stanford Linear Accelerator Center	FY 1998				
		Workers	Enhanced Costs	Program Costs	Total Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	15	\$0	\$0	\$0	\$0
1.1	Early Retirement					
1.2	Non-Retirement Voluntary Separations (Severance Only)	15			\$0	\$0
1.3	Net Positions Reduced Through Attrition					
2.0	Involuntary Separations (Severance Only)	55	\$0	\$0	\$0	\$0
2.1	With Benefits	52	\$0	\$0	\$0	\$0
2.1.1	Non-construction workers	52			\$0	\$0
2.1.2	Construction workers					
2.2	Without Benefits	3			\$0	\$0
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	70	\$0	\$0	\$0	\$0
3.0	Remaining Affected Workers		\$0	\$0	\$0	
3.1	Workers Placed without Retraining	3			\$0	\$0
3.2	Workers Internally Placed through Retraining					
3.3	Transfers to Other Sites					
4.0	Other Benefits Provided		\$0	\$0	\$0	
4.1	Displaced Worker Medical Benefits					
4.2	Relocation Assistance					
4.3	Separating or Separated Workers Using Outplacement					
4.4	Education Assistance for Separated Workers					
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$0	\$0	\$0	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	70	n/a	n/a	n/a	\$0
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	15	n/a	n/a	n/a	\$0
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	52	n/a	n/a	n/a	\$0
9.0	Other Separations	0	\$0	\$0	\$0	\$0
9.1	Voluntarily Separated					
9.2	Involuntarily Separated					

**Exhibit III.16 Stanford Linear Accelerator Center Work Force Restructuring Summary**

### III.4.14 Strategic Petroleum Reserve

The Strategic Petroleum Reserve separated 40 workers in FY 1998. All of these separations were voluntary (Exhibit III.17). Of the total separations, there were 29 non-retirement voluntary separations with an average severance cost of \$20,800. An additional 11 net positions were reduced through attrition. There were 86 workers who received extended medical benefits, for an average cost of \$2,400 per recipient. Total work force restructuring costs incurred in FY 1998 were \$805,500, with an estimated fully-burdened cost per separation of \$17,600.

	SITE: Strategic Petroleum Reserve	FY 1998			
		Workers	Enhanced Costs	Program Costs	Total Cost/Recip.
1.0	Positions Reduced Voluntarily	40	\$0	\$602,189	\$15,055
1.1	Early Retirement				
1.2	Non-Retirement Voluntary Separations (Severance Only)	29		\$602,189	\$20,765
1.3	Net Positions Reduced Through Attrition	11		\$0	\$0
2.0	Involuntary Separations (Severance Only)	0	\$0	\$0	#DIV/0!
2.1	With Benefits				
2.1.1	Non-construction workers				
2.1.2	Construction workers				
2.2	Without Benefits				
	Net Positions Reduced and Costs (Primes only) -- Lines 1.0 + 2.0	40	\$0	\$602,189	\$15,055
3.0	Remaining Affected Workers		\$0	\$0	\$0
3.1	Workers Placed without Retraining				
3.2	Workers Internally Placed through Retraining				
3.3	Transfers to Other Sites				
4.0	Other Benefits Provided		\$0	\$203,303	\$203,303
4.1	Displaced Worker Medical Benefits	86		\$203,303	\$2,364
4.2	Relocation Assistance				
4.3	Separating or Separated Workers Using Outplacement				
4.4	Education Assistance for Separated Workers				
5.0	TOTAL COSTS FOR FISCAL YEAR 1998	n/a	\$0	\$805,492	n/a
6.0	NET POSITIONS REDUCED (Average Costs)	40	n/a	n/a	\$17,577
7.0	NON-RETIREMENT VOLUNTARY SEPARATIONS (All Benefits)	29	n/a	n/a	\$24,244
8.0	INVOLUNTARY SEPARATIONS (All Benefits)	0	n/a	n/a	\$0
9.0	Other Separations	0	\$0	\$0	\$0
9.1	Voluntarily Separated				
9.2	Involuntarily Separated				

**Exhibit III.17 Strategic Petroleum Reserve Work Force Restructuring Summary**

### **III.4.15 Other Non-Defense Sites**

Other non-defense sites where no work force restructuring actions occurred during FY 1998 were excluded from this report. Grand Junction (Albuquerque Field Office) and West Valley (Ohio Field Office) both experienced minimal work force changes through normal attrition activities, but did not implement work force restructuring efforts and are therefore not included in this report.